

# **The LeClaire Community's**

## **Five-Year Strategic Plan**



**2001-2005**

**Updated for 2003 - 2007**

# **The LeClaire Community's Five-Year Strategic Plan Updated for 2003-2007**

*Developed by*  
**Strategic Planning Steering Committee**

**For additional Information contact:**

Edwin N. Choate, City Administrator

City of LeClaire

425 N. Third Street

LeClaire, IA 52753-0605

Phone: (563) 289-4242

Fax: (563) 289-5441

E-mail: [lecliowa@aol.com](mailto:lecliowa@aol.com)

[www.leclaireiowa.org](http://www.leclaireiowa.org)

*Developed with the assistance of*

The UNI Institute for Decision Making Staff

William C. Wood, PhD

Deborah L. Hartman, MBA

Andrew P. Conrad, MPP

**Updated on December 3, 2002**

*Every journey starts but with a single step.* Sound familiar? The development of the LeClaire Community's Five-Year Strategic Plan is our City's first step into the new millennium with what many in our community believe is one of the most exciting, ambitious, and unifying road maps ever laid out for LeClaire.

The LeClaire Strategic Planning Committee is pleased to present the following plan which represents months of hard work and volumes of input by a broad cross section of area residents. Just what is strategic planning?

"Strategic planning is a systematic way to manage change and create the best possible future. It is a creative process for identifying and accomplishing the most important actions in view of strengths and weaknesses, threats and opportunities." (*From the "Practice of Local Planning", ICMA 1985*)

The plan includes a "vision" for the LeClaire community in five years and beyond and a road map filled with nine different and diverse aims or goals that will direct us towards achieving that distant vision. The next step, the implementation phase of this plan, is key to its success and to reaching our vision. By enhancing and further developing the community-unifying concept of "we're all in this together", the Strategic Planning Committee believes that each aim or goal contained within the plan is attainable within the stated timeframe.

We would like to thank all of those who gave of their time and assistance in helping us put this plan together and who have embraced and endorsed its purpose and potential. We now ask for your continued support and assistance and join us in implementing the LeClaire Community's Five-Year Strategic Plan. By so doing you will help us and your neighbors in creating a brighter future for this wonderful place we call home on the banks of the Mississippi.

Sincerely,

The LeClaire Strategic Planning Committee

***Members:***

Jim Andrews  
Dr. Dale Barber  
Pam Black  
Lane Bleeker  
Otto Ewoldt  
Randy Gillion  
Kathy Morency

Warren Oxley  
Bill Schurr  
Marv Shawver  
Deb Smith  
Mary Louise Speer  
Vernon Spring  
Steve Suiter



## **The Vision of LeClaire in Five Years and Beyond**

### ***The Story of How LeClaire, Iowa will Look in the Future if Planning Efforts are Effective.***

LeClaire's residents look back on the last several years with shared appreciation and pride that the community took charge of its future. Prior to the community-wide plan, finished in 2000, LeClaire was growing and changing, but needed directional focus and clearer priorities. Now, however, residents and tourists alike increasingly see LeClaire as the community where the river pilots lived, where eagles soar and where active citizens have worked together to revitalize and shape key aspects of their growing community.

The community has created a unique and positive image and appearance and a recognizable identity that has blended its future with the traditions from its historic past. LeClaire is an attractive community that values and needs its citizens, is historical yet progressive, and has an extraordinarily high quality of life. Other

small communities look to LeClaire as a leader and as a model of planned growth and improvement.

LeClaire's land use policy has fostered well-balanced growth, an improved residential and commercial tax base, and carefully planned land uses. The strategy has been to start as a bedroom community and then grow to offer more amenities. LeClaire has taken advantage of its strengths and retained the most desirable characteristics of the community as it developed as a historic and specialty-shop center along with growing neighborhoods filled with young families. Park development occurred with residential sections participating in green space areas to keep the country atmosphere. LeClaire's leaders early on seized the opportunity to develop a comprehensive land-use plan in support of LeClaire's becoming a unique community.

As a result of planned growth, LeClaire's expanding economic resources have fostered improved amenities and widely envied quality of life. Economic development in LeClaire has become self-perpetuating as it enhances both the image and the economic vitality of the community. While preserving the existing small town atmosphere and strengthening current businesses, LeClaire has built on its historic past to reach toward its full potential by strengthening tourism, adding new attractions, and promoting redevelopment. LeClaire has several new small commercial businesses, new housing developments, and other clean additions to the tax base, including renewed interest in business transportation.

Growing from its positive image and coupled with real physical improvements to the community is LeClaire's vital tourism appeal. Because tourism is central to LeClaire's economy, the community has targeted and successfully marketed to specific audiences who value river-based history, recreation, and specialty shopping as well as other area attractions. Tourists often tell their friends back home that LeClaire is like a "little Galena" or "Nantucket on the Mississippi."

LeClaire provides a variety of year-round and affordable, whole family and individual recreational opportunities for residents, tourists, and the entire Quad Cities area. Specific recreational areas and opportunities have been created for youth and for young adults, and LeClaire's residents and organizations have worked quite effectively to prepare for the Great River Trail. Recreation in LeClaire blends with the environment and is both cultural, with art and music and the library, and physical, with a swimming pool being considered, great parks and other fully developed advantages of the Mississippi River.

The needs and expectations of LeClaire's youth have been incorporated into various opportunities the community offers, including a city-wide, year-round youth program that emphasizes moral, intellectual, and athletic activities open to all. The exceptionally high quality schools, churches, and library continue to prepare children and youth to succeed in the 21st century economy and to participate fully in community and family life. Expressed in a variety of ways, the community values and supports its youth and recognizes that children need



community support as they grow, develop, and build pride in themselves. In turn, LeClaire's youth value and take pride in their community. Increasingly LeClaire's maturing youth choose to live and raise their families here, and as adults, they reminisce about their fond memories about growing up in LeClaire.

Individuals and families of all ages have choices in housing, considering both price and type. The increase in planned, affordable housing has been especially significant for young parents. In addition to new modern housing, older homes have

been restored along with other property improvements. The community uses comprehensive planning for housing to ensure a quality-construction residential environment that considers zoning, types of homes, location, schools nearby, and accessibility of commercial businesses to serve residents.

A well-thought-out, formal infrastructure plan is being implemented to improve civic buildings, streets, utilities, and communications. LeClaire now has a modernized, quality, integrated system of components capable of meeting the community's needs of the present and future. Special attention has been given to blending new modern facilities with previously existing ones. The downtown corridor has been improved, and the new accessible library is used constantly. LeClaire continues to make deliberate, controlled progress through a formal capital improvements program updated yearly, identifying funding sources and priorities. However, the community has made a commitment to do the best job it can without letting money needs blur the plan.

The public safety system in LeClaire is safe, modern, and ever vigilant. It is both affordable and responsive, while adequately meeting assessed community needs with quality service, equipment, and personnel. The various departments have grown along with community growth, including more hard working volunteers. The railroad is safe, and the EMS system is working together and is supported by the commitment and sense of community in LeClaire.

There is one direction for betterment and a sense of excitement in LeClaire because communication and participation have improved. The community is unified through mutual respect, shared direction with goals, pride in the community, and ownership in the community's successes. Constructive networking throughout the community has eradicated apathy and general lethargy among residents and replaced it with a true sense of community. Citizens and business owners have long agreed on a common progressive vision for the future, and it is happening.

More people now know where LeClaire is because visionary citizens worked together to develop a community focal point and an accomplishable plan, which helped the members of the community to develop a feeling of ownership and pride in LeClaire as a place to live, work, and play.

### **The Current Situation in LeClaire**

*The steering committee created the following assessment of LeClaire as background for the plan and as a contrast to the vision.*

LeClaire is a lovely historic river town located on the Mississippi River in close proximity to the Quad Cities. Its buildings reflect period architecture, its views of the river are spectacular, and its specialty and antique shops all add to the ambiance of the city. Transportation to LeClaire is easy with access directly from Interstate 80 and an international airport within a short drive. The many things to do in LeClaire include riverboat rides, visits to the Buffalo Bill Museum and the Iowa Welcome Center, antique shopping, and annual festivals. Upscale motels and bed and breakfast accommodations are available.



LeClaire is a great place to live and raise a family with its nice mix of town and country, good churches and schools, abundant housing for all income levels, low crime, and an excellent city government. The city information paper, “Bits & Pieces”, is available to residents without cost. The residents are friendly, and there is a good core of hardworking volunteers. Its location next to the Quad Cities adds to the desirability of residing in LeClaire, since big city amenities are accessible, allowing residents to experience the best of both worlds.

In the area of image development in LeClaire, maintenance and renovation work is needed on some of the older buildings and

homes in town, and the downtown and riverfront areas could be improved by additional development and upgrading. Parking downtown and the lack of crossing lights are issues that need to be addressed, as well as the speed and noise of the trains running through town. The commercial base could be expanded, especially by the addition of affordable family restaurants and a hardware store, and another physician could be added to available medical services.

Planning to upgrade outdated infrastructure could include selected street work, drainage improvement, and sidewalk upkeep. Also several city buildings may no longer serve the community adequately. The police and fire department facilities could be two examples of possible facilities planning. Other city facilities such as the Rec Center, the public parks, the swimming pool, a new public library, are all potential areas for development, along with youth recreation programming. As with every community, there is a need to continue working on instilling a spirit of pride in the community and a desire to work together in achieving common goals established through careful planning.

The current economy in the LeClaire area is very good. Jobs are plentiful, interest rates are historically low, and housing growth continues. Increasing fuel prices are one dark spot in the economic arena. In general, however, the sustained growth in the economy has provided for increased funding availability for community development.



It appears that at present it is a very good time to accomplish a variety of community projects. If timing is everything, then the city leaders in LeClaire have picked a very good time to establish consensus on a long-term community-wide strategic planning effort.

## Aims and Objectives for the Next Five Years for LeClaire

### **Image**

**Aim:** Preserve the historical character of the community.

**Objective #1:** To promote restoration of historical buildings within LeClaire.

*Success Indicator/Date:* Development of guidelines / suggestions by 2004 for historic development/renovation

*Responsibility:* City of LeClaire/Committee

*Possible Strategies:*

1. As a spark to interest others in renovation projects, ensure that the old City Hall is preserved, renovated, and maintained.
2. Start a community volunteer corps to organize and implement a clean-up and fix-up campaign.
3. Research the Iowa Department of Economic Development Web site regarding community and rural development programs.
4. Consult with the State Historical Society of Iowa regarding possible assistance.
5. Start an incentive program for painting and fixing up historical buildings.
6. Research incentive plans and make recommendations.

**Objective #2:** Hold an annual historical reenactment with a focus on Buffalo Bill Cody and riverboat pilots.

*Success Indicator/Date:* First annual event held in summer 2004

*Responsibility:* City Tourism Board in the lead, with assistance from the Welcome Center, Tug Fest Committee, Buffalo Bill Museum

*Possible Strategies:*

1. Identify and talk to groups that hold historical reenactments.



2. Determine location to hold the event.
3. Find funding (possibly Iowa Arts Council grant).
4. Hold major promotion/advertising campaign.

**Objective #3:** Create local historic preservation district(s) within LeClaire.

*Success Indicator/Date:* One designated district by 2005

Responsibility: City of LeClaire

Possible Strategies:

1. Identify benefits of creating a historic preservation district and communicate the benefits to the public.
2. Continue to consult with the State Historical Society and investigate the small town Main Street programs, and programs of other communities to see how these resources could enhance this effort.
3. Secure passage of a historic preservation ordinance.

### ***Land Use/Economic Development:***

**Aim:** Expand the commercial/manufacturing tax base.

**Objective #1:** To annually review the comprehensive land use plan with a fully revised plan completed by 2007.

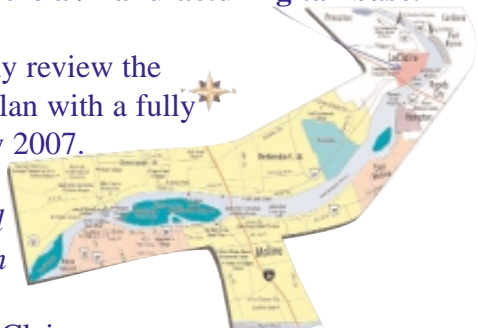
*Success Indicator/Date:*

*Annual reviews completed each fall with revised plan adoption by July 1, 2007.*

Responsibility: City of LeClaire

Possible Strategies:

1. Identify and document the benefits of developing such a plan.
2. Secure guidance and support from the Bi-State Regional Commission.



**Objective #2:** To implement proactive economic development strategies for the community.

*Success Indicator/Date: Strategies, such as the annual Business Fair, are being implemented on an ongoing basis*

**Responsibility:** LeClaire Development Corporation and the Chamber of Commerce

**Possible Strategies:**

1. Continue attending Quad Cities Development Group meetings.
2. Secure economic development technical assistance from the Iowa Department of Economic Development and UNI's Institute for Decision Making (IDM).
3. Determine funding sources.
4. Hold annual Business Fair (probably in the fall).
5. Model successes of other communities.
6. Development Corporation continues to implement its strategic plan.

**Objective #3:** To communicate with the public about the benefits of increased tax revenue from commercial/manufacturing development.

*Success Indicator/Date: Locating a new business within the community to establish at least ten primary-wage jobs (net) by July 1, 2006*

**Responsibility:** LeClaire Development Corporation

**Possible Strategies:**

1. Hold a series of citywide seminars.
2. Give presentations to all community organizations.

## **Tourism:**

**Aim:** Enhance the economic impact of tourism.

**Objective #1:** To add parking space to the downtown area.

*Success Indicator/Date:* 30 spaces by summer 2004

Responsibility: City of LeClaire

Possible Strategies:

1. Determine costs for constructing parking space improvements and for improving the parking spaces on the levee.
2. Secure funding.
3. Construct additional lots.

**Objective #2:** To implement and annually update the formal marketing plan for tourism.

*Success Indicator/Date:* Update the marketing plan in fall 2003

Responsibility: Tourism Board

Possible Strategies:

1. Sustain the marketing task force.
2. Seek hotel/motel tax funding for implementing marketing plan.
3. Update plan yearly.

**Objective #3:** To erect LeClaire, Mississippi River, and Iowa signage in Illinois for westbound traffic, and LeClaire signage before Brady Street in Davenport.

*Success Indicator/Date:* LeClaire billboard in place on eastbound side of I-80 by spring 2003

Responsibility: Tourism Board



Possible Strategies:

1. Maintain contact with Illinois DOT, Illinois Governor's office, Iowa DOT, local legislators, or Quad Cities Development Group to find out what process needs to be followed to get signage.
2. Consider privately owned sites, and billboards.
3. Display information consistent with the marketing plan.
4. Make formal request to install signage.
5. Follow up on any barriers to installation, which are identified by governing authorities.

**Objective #4:** To facilitate enhancement of existing festivals and development of a new festival.

*Success Indicator/Date:* New event established by 2004

Responsibility: Tourism Board

Possible Strategies:

1. Create a focus group to identify possibilities.
2. Focus on one new idea for an annual festival.
3. Identify ways of improving existing festivals.
4. Ensure coordination of schedules and marketing.

## **Recreation:**

**Aim:** Provide a variety of year-round and affordable recreational opportunities.

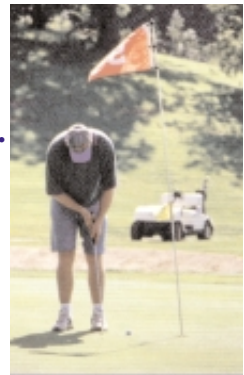
**Objective #1:** To coordinate planning and implementation of recreational opportunities.

*Success Indicator/Date:* Regular meetings of leaders in recreational efforts are convened by the City, beginning in spring of 2003

Responsibility: City of LeClaire

Possible Strategies:

1. Contact representatives from Chamber of Commerce, Civic Club, Park Board, Recreation Center Board (Community Improvement Corp), Levee Commission,



Museum, Tug Fest, and a City liaison to see if there is interest in coordinating efforts.

2. Hold initial meetings to discuss and investigate the possibilities for coordinating recreation efforts.
3. Form the commission or take other action.

**Objective #2:** To prepare a recreation-specific survey identifying unmet needs in recreation.

*Success Indicator/Date: All-age recreation survey conducted by May 2004*

Responsibility: City of LeClaire

Possible Strategies:

1. Look at other surveys and compile a list of ideas for questions to ask.
2. Develop a list of who should receive the survey.
3. Consider working with the school system and with church youth groups.
4. Complete the survey.

**Objective #3:** Create additional recreational opportunities.

*Success Indicator/Date: Three new programs by July 1, 2005 (at least one youth recreation program by January 2004)*

Responsibility: City of LeClaire in partnership with the Youth Task Force and School District

Possible Strategies:

1. Contact the Youth Task Force and integrate them into the effort.
2. Better utilize existing Quad Cities Area resources, as well as schools.
3. Prioritize new program opportunities based on earlier survey data.
4. Design and implement programming.

**Objective #4:** Hire a Parks and Recreation Director.

*Success Indicator/Date:* Hire by January 1, 2007

Responsibility: City of LeClaire

Possible Strategies:

1. Develop self-funding mechanisms (position should be self-supporting within one year).
2. Secure funding support from City Council or elsewhere for the first year.
3. Consider hiring a college intern or teacher.

**Objective #5:** To continue upgrading the recreation center.

*Success Indicator/Date:* Interior renovations completed by December 2003

Responsibility: Recreation Center Board

Possible Strategies:

1. Maintain support from the public and the City Council for planned improvements.
2. Investigate volunteer possibilities.
3. Begin planning Rec Center expansion.

**Objective #6:** To begin the detailed planning and development of Huckleberry Park.

*Success Indicator/Date:* Plan completed by December 2005

Responsibility: Park Board

Possible Strategies:

1. Include as part of the Capital Improvements Program.
2. Seek public input to gather ideas and build support; perhaps include in the recreation and youth surveys that are planned.

## **Youth:**

**Aim:** Involve and integrate youth in all aspects of the community.

**Objective #1:** To enable LeClaire's youth to get involved in existing area activities.

*Success Indicator/Date:* City appoints task force by spring 2003 with youth survey completion and tallying by May 2004.

**Responsibility:** City Council appointed task force in the lead; assistance from School District, Recreation Board, Park Committee, Community Improvement Corporation, Civic Club

Possible strategies:

1. Increase awareness among youth of the available programming (school, recreation areas, civic, and church).
2. Survey youth regarding recreation and other areas of interest; consider coordination of this survey with the recreation survey.
3. Get youth representatives to serve on as many community organizations and boards as possible.

**Objective #2:** To develop youth programming.

*Success Indicator/Date:* Establish two additional youth programs by July 2005

**Responsibility:** City Council appointed task force in the lead; assistance from School District, Community Improvement Corporation, Civic Club

Possible strategies:

1. Start summer recreation programming based on identified youth needs.
2. Youth themselves develop and complete a youth project annually.
3. Assess teen center possibilities.
4. Leverage new youth programming with new facilities (for example, the skate park).



## **Housing:**

**Aim: Provide affordable housing.**



**Objective #1:** To communicate housing needs and identify developer resource requirements.

*Success Indicator/Date: New housing units at a rate of 30 per year by spring 2003*

**Responsibility:** LeClaire Development Corporation

**Possible strategies:**

1. Analyze completed housing needs assessment for gaps in housing availability.
2. Serve as a liaison between developers and resource organizations.
3. Form a local real estate alliance.
4. Seek advice from experienced professionals from Iowa and surrounding states.

**Objective #2:** To promote restoration of older homes.

*Success Indicator/Date: a) Acquisition of grant funds and b) Home restorations at a rate of two to three homes per year by 2006*

**Responsibility:** City of LeClaire in partnership with the Chamber of Commerce

**Possible strategies:**

1. Create a citizens committee to develop a housing restoration program.
2. Investigate funding sources such as (CDBG) Community Development Block Grants, (CLG) Certified Local Government, (HRDP) Historic Resource Development Program, and the National Trust for Historic Preservation.
3. Encourage whole neighborhoods to make the whole area more presentable.
4. Identify potential incentives.
5. Set up a tour of homes that have already been restored to

- stimulate interest and action.
6. Contact and get advice from the State Historical Society of Iowa and area historical preservation organizations.
  7. Conduct an “old house seminar” to stimulate interest in home restoration.
  8. Set up awards program to draw attention to renovation efforts.

### **Infrastructure:**

**Aim: Improve civic buildings, streets, utilities, and telecommunications.**

**Objective #1:** To develop a five-year capital improvements program for the City of LeClaire.

*Success Indicator/Date: Program in place by December 2003*

Responsibility: City of LeClaire

Possible strategies:

1. Urge City Council to accept this objective as a priority.
2. Adopt an existing format from another plan and identify a useful planning process.
3. Get assistance/facilitation from Bi-State Regional Commission.
4. Plan prioritized infrastructure improvements with potential funding sources identified.
5. Incorporate annual component into City’s annual budget.
6. Update plan on an annual basis.



**Objective #2:** To Develop a new library for LeClaire.

*Success Indicator/Date: Operational by July 2004*

Responsibility: Library Board

Possible Strategies:

1. Continue current efforts.
2. Communicate plans with the public.
3. Conduct capital campaign.

**Objective #3:** To consolidate phone service in LeClaire.

*Success Indicator/Date:* Just one phone company by 2006

Responsibility: City of LeClaire

Possible Strategies:

1. Adopt a resolution from City Council, sent to Iowa Utilities Board and copied to the two phone companies.
2. Develop citizens' support.

**Objective #4:** To complete a community-wide fiber optic system (to each business and each house).

*Success Indicator/Date:* System operational by 2006

Responsibility: City of LeClaire through franchise agreement

Possible Strategies:

1. Continue franchise negotiations.
2. Develop citizens' support based on benefits of wide-band telecommunications.
3. Develop a plan to make sure that we are effectively using the new technology that is available.

## ***Public Safety:***

**Aim:** Adequately meet assessed community public safety needs.



**Objective #1:** To improve railroad-crossing safety.

*Success Indicator/Date:* Improved crossings with signals and gates at each existing crossing by 2006

Responsibility: City of LeClaire in the lead, with assistance from LeClaire Development Corporation

Possible Strategies:

1. Identify legal counsel having railroad expertise in order to get advice on how to proceed.
2. Identify DOT contact for railroad issues.
3. Negotiate crossing agreements.
4. Secure funding sources.

**Objective #2:** To ensure that public safety capital needs are incorporated into the capital improvements program.

*Success Indicator/Date: Plan reflects this content by January 1, 2004*

Responsibility: City of LeClaire

Possible Strategies:

1. Collect information concerning public safety needs.

**Objective #3:** Develop a LeClaire Emergency Response Plan.

*Success Indicator/Date: Plan document exists by December 2003*

Responsibility: City of LeClaire in the lead, with assistance from Fire Department, Police Department, Ambulance, and schools

Possible Strategies:

1. Consolidate existing plans.
2. Identify and develop plans for new man-made hazards.
3. Notify citizens of the plan.

**Objective #4:** Install a stoplight at Eagle Ridge Road and Cody Road.

*Success Indicator/Date: Stoplight operational by fall 2003*

Responsibility: City of LeClaire

Possible Strategies:

1. Investigate location and cost.
2. Get City Council approval.

## **Communication:**

**Aim:** Develop the attitude that  
“we’re all in this together.”



**Objective #1:** To improve communication and coordination with city entities, community organizations, and citizens.

*Success Indicator/Date:* Strategies are being implemented on a regular basis

Responsibility: Chamber of Commerce

Possible Strategies:

1. Explore cable channel for LeClaire. Responsibility: City of LeClaire
2. Create monthly and annual community calendar.
3. Encourage the public to share in the communication responsibility, becoming better informed by using the various means that are available
4. Put on Internet; coordinated with schools and churches.  
Responsibility: Consultant
5. Put community calendar in with Bits and Pieces.  
Responsibility: Chamber as coordinator
6. Coordinate information-gathering process (and updates) to go to local media (Bits and Pieces, Bettendorf News) for publication.
7. Request that City Council put agenda and proposed ordinances on the City Web site and on the Bettendorf News Web site. Also explain proposals in layman’s terms.
8. Secure funding and expertise to enhance, improve, keep updated, and promote the LeClaire Web site.

**Objective #2:** To monitor the implementation of this plan.

*Success Indicator/Date:* Plan is being implemented on an ongoing basis, and progress is communicated to the community at least annually

Responsibility: City of LeClaire

### Possible Strategies:

1. Divide tracking responsibility among individual Council members so that each person is monitoring designated portions of the plan (e.g., housing, public safety, etc.).
2. Convene key representatives from implementing organizations at least quarterly during the first year and semiannually thereafter for maintaining communication and a sense of teamwork.
3. Coordinate particular support and assistance to implementing organizations on an as-needed basis.
4. Prepare and present an annual progress report to the public.
5. Schedule an annual update or revision of the strategic plan with the Institute for Decision Making at UNI.



## ***Planned Timeline***

### **Ongoing**

**Land Use/E Dev #2:** To implement proactive economic development strategies for the community.

**Success Indicator/Date:** *Strategies, such as the annual Business Fair, are being implemented on an ongoing basis*

**Responsibility:** LeClaire Development Corporation and the Chamber of Commerce

**Communication #1:** To improve communication and coordination with city entities, community organizations, and citizens.

**Success Indicator/Date:** *Strategies are being implemented on a regular basis.*

**Responsibility:** Chamber of Commerce

**Communication #2:** To monitor the implementation of this plan.

**Success Indicator/Date:** *Plan is being implemented on an ongoing basis, and progress is communicated to the community at least annually*

**Responsibility:** City of LeClaire

### **2003**

**Tourism #3:** To erect LeClaire, Mississippi River, and Iowa signage in Illinois for westbound traffic, and LeClaire signage before Brady Street in Davenport.

**Success Indicator/Date:** *LeClaire billboard in place on eastbound side of I-80 by spring 2003*

**Responsibility:** Tourism Board

**Recreation #1:** To coordinate planning and implementation of recreational opportunities.

**Success Indicator/Date:** *Regular meetings of leaders in recreational efforts are convened by the City, beginning in spring of 2003*

**Responsibility:** City of LeClaire

**Youth #1:** To enable LeClaire's youth to get involved in existing area activities.

**Success Indicator/Date:** *City appoints task force by spring 2003 with youth survey completion and tallying by May 2004.*

**Responsibility:** City Council appointed task force in the lead; assistance from School District, Recreation Board, Park Committee, Community Improvement Corporation, Civic Club

**Housing #1:** To communicate housing needs and identify developer resource requirements.

**Success Indicator/Date:** *New housing units at a rate of 30 per year by spring 2003.*

**Responsibility:** LeClaire Development Corporation

**Tourism #2:** To implement and annually update the formal marketing plan for tourism.

**Success Indicator/Date:** *Update the plan in fall 2003*

**Responsibility:** Tourism Board

**Public Safety #4:** Install a stoplight at Eagle Ridge Road and Cody Road.

**Success Indicator/Date:** *Stoplight operational by fall 2003*

**Responsibility:** City of LeClaire

**Recreation #5:** To continue upgrading the recreation center.

**Success Indicator/Date:** *Interior renovations completed by December 2003*

**Responsibility:** Recreation Center Board

**Infrastructure #1:** To develop a five-year capital improvements program for the City of LeClaire.

**Success Indicator/Date:** *Program in place by December 2003*

**Responsibility:** City of LeClaire

**Public Safety #3:** Develop a LeClaire Emergency Response Plan.

**Success Indicator/Date:** *Plan document exists by December 2003*

**Responsibility:** City of LeClaire in the lead, with assistance from Fire Department, Police Department, Ambulance, and schools

**2004**

**Public Safety #2:** To ensure that public safety capital needs are incorporated into the capital improvements program.

**Success Indicator/Date:** *Plan reflects this content by January 1, 2004*

**Responsibility:** City of LeClaire

**Recreation #3:** Create additional recreational opportunities.

**Success Indicator/Date:** *Three new programs by July 1, 2005 (at least one youth recreation program by January 2004)*

**Responsibility:** City of LeClaire in partnership with the Youth Task Force and School District

**Recreation #2:** To prepare a recreation-specific survey identifying unmet needs in recreation.

**Success Indicator/Date:** *All-age recreation survey conducted by May 2004*

**Responsibility:** City of LeClaire

**Infrastructure #2:** To Develop a new library for LeClaire.

**Success Indicator/Date:** *Operational by July 2004*

**Responsibility:** Library Board

**Image #2:** Hold an annual historical reenactment with a focus on Buffalo Bill Cody and riverboat pilots.

**Success Indicator/Date:** *First annual event held in summer 2004*

**Responsibility:** City Tourism Board in the lead, with assistance from the Welcome Center, Tug Fest Committee, and Buffalo Bill Museum

**Tourism #1:** To add parking space to the downtown area.

**Success Indicator/Date:** *30 spaces by summer 2004*

**Responsibility:** City of LeClaire

**Image #1:** To promote restoration of historical buildings within LeClaire.

**Success Indicator/Date:** *Development of guidelines/suggestions by 2004 for historic development/renovation*

**Responsibility:** City of LeClaire/Committee

**Tourism #4:** To facilitate enhancement of existing festivals and development of a new festival.

**Success Indicator/Date:** *New event established by 2004*

**Responsibility:** Tourism Board

**2005**

**Youth #2:** To develop youth programming.

**Success Indicator/Date:** *Establish two additional youth programs by July 2005*

**Responsibility:** City Council appointed task force in the lead; assistance from School District, Community Improvement Corporation, Civic Club

**Recreation #6:** To begin the detailed planning and development of Huckleberry Park.

**Success Indicator/Date:** *Plan completed by December 2005*

**Responsibility:** Park Board

**Image #3:** Create local historic preservation district(s) within LeClaire.

**Success Indicator/Date:** *One designated district by 2005*

**Responsibility:** City of LeClaire

### 2006

**Land Use/E Dev #3:** To communicate with the public about the benefits of increased tax revenue from commercial/ manufacturing development.

**Success Indicator/Date:** *Locating a new business within the community to establish at least ten primary-wage jobs (net) by July 1, 2006*

**Responsibility:** LeClaire Development Corporation

**Housing #2:** To promote restoration of older homes.

**Success Indicator/Date:** *a) Acquisition of grant funds and b) Home restorations at a rate of two to three homes per year by 2006*

**Responsibility:** City of LeClaire

**Infrastructure #3:** To consolidate phone service in LeClaire.

**Success Indicator/Date:** *Just one phone company by 2006*

**Responsibility:** City of LeClaire

**Infrastructure #4:** To complete a community-wide fiber optic system (to each business and each house).

**Success Indicator/Date:** *System operational by 2006*

**Responsibility:** City of LeClaire through franchise agreement

**Public Safety #1:** To improve railroad-crossing safety.

**Success Indicator/Date:** *Improved crossings with signals and gates at each existing crossing by 2006*

**Responsibility:** City of LeClaire in the lead, with assistance from LeClaire Development Corporation

### 2007

**Recreation #4:** Hire a Parks and Recreation Director.

**Success Indicator/Date:** *Hire by January 1, 2007*

**Responsibility:** City of LeClaire

**Land Use/E Dev #1:** To annually review the comprehensive land use plan with a fully revised plan completed by 2007.

**Success Indicator/Date:** *Annual reviews completed each fall with revised plan adoption by July 1, 2007*

**Responsibility:** City of LeClaire